

DD/P 8-3809

20 September 1968

**MEMORANDUM FOR:** Deputy Director for Plans

**SUBJECT:** Senior Operations Seminar

**REFERENCE:** DDP Memo No. 8-3198 to All CS Division  
and Staff Chiefs dated 12 Sept. 1968,  
Same Subject

1. This is in response to your request for comments on the idea of a Senior Operations Seminar.

2. My initial impression of reference and its attachment was generally good. The idea of a forum or seminar wherein senior officers undertake to review the organization, operations, plans, and general effectiveness of the Clandestine Services in today's changing world is basically excellent. To do so in a seminar, in an atmosphere of presumably open discussion and objective probing, strikes me as sound.

3. Upon more intensive scrutiny of the draft outline of the course, however, I am impressed by several considerations which lead me to question the proposed approach. For example, in the citation of objectives there is heavy emphasis on management, but very little on operations as such. If we accept the proposition that success in the Clandestine Services is predicated on the performance of our field stations, then in my opinion management is not our most critical problem. It is a factor, of course, and there is a need for training in it. I would think that the various management seminars currently available are more than adequate toward that end.

4. I note in paragraph I. F. the assertion that the CS officer taking the course would be able to "assess his growth potential in the presence of his contemporaries. .... and improve his capability to respond to new and additional responsibility and challenges." This,

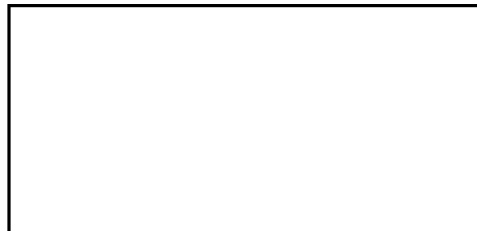
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plus the reference in the succeeding paragraph to the management grid, give me the impression that instead of a true seminar, what we will end up with is a fairly intense competitive environment. There is surely nothing wrong with that, but I think we ought to settle for one or the other, not both. A true seminar is more or less a meeting of peers, exchanging ideas and experience. A competitive senior operations course would be a different thing entirely, and there is much to be said for it. I can visualize one being developed very much along the lines suggested in the attachment to reference.

5. In conclusion, I would urge a better definition of the purpose of the course and a clearer delineation of the method to be followed, with primary emphasis on operations rather than management.



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